



City of San Diego

**City of San Diego  
Park and Recreation Department  
Golf Division**

**Balboa Park Golf Course  
Review and Recommendations**

**Business Plan Update Committee Meeting  
November 03, 2011**



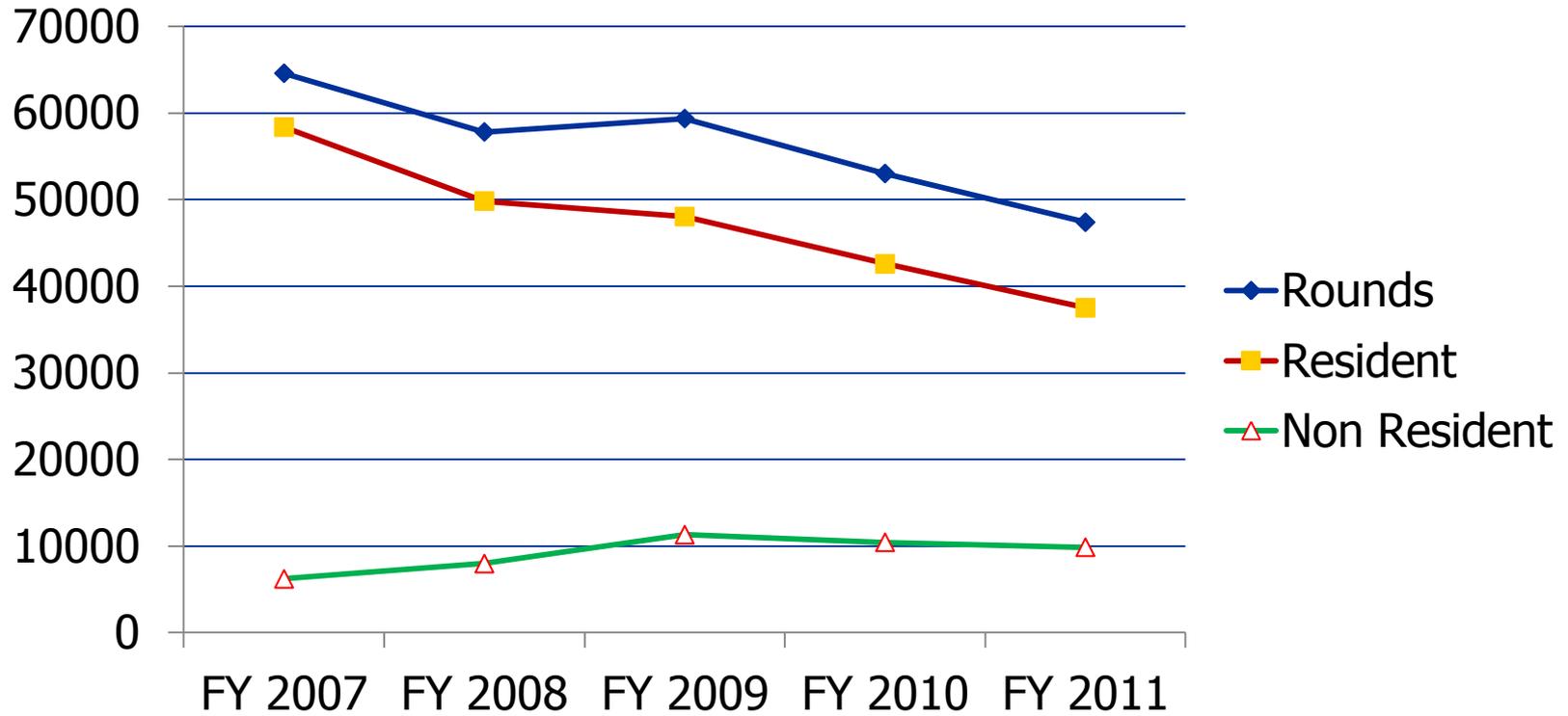
# Format of Course Review

- Facility Overview
- Review Rounds
- Competitive Analysis
  - Primary Competition
  - Marketing & Advertising
  - Rate Structure
- Facility Review
  - Infrastructure / Course
  - Marketing & Advertising
  - Customer Satisfaction Survey
  - Rate Structure
- Summary

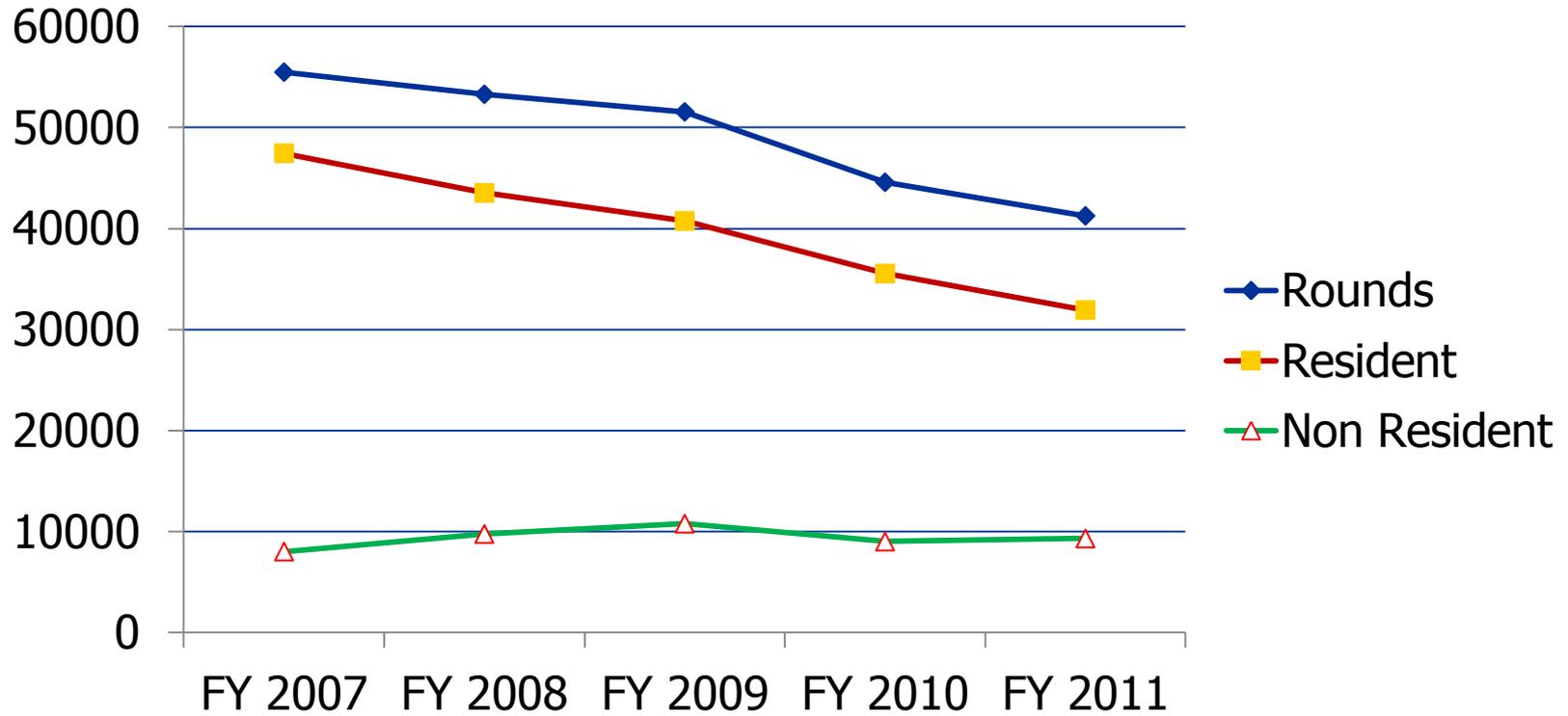
# Balboa Park Golf Course



# Rounds of Golf – 9 Hole



# Rounds of Golf – 18 Hole



# **Competitive Analysis**

## **Primary Competition**

- Bonita
- Chula Vista - Municipal
- Coronado - Municipal
- Cottonwood
- Mission Trails
- Riverwalk

# Competitive Analysis Marketing & Advertising

**Wednesday, September  
21, 2011**  
**Before 7:00 A.M.**  
\$30.00 Includes Cart, Hot  
Dog & Soda.  
Regularly \$43.00  
**After 11:00 A.M.**  
\$30.00 Includes Cart, Hot  
Dog & Soda.  
Regularly \$43.00

Call Golf Shop for  
reservation (714) 554-0672  
Must bring a copy of E-  
mail offer to receive rate.  
Not Valid with  
Tournaments or Events or  
other special offers.  
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- Print Advertising
- On-Line Tee Times
- Social Networks
- Email Blasts
- Interactive Websites
- Hotel Relationships
- Events

# Competitive Analysis - Rate Structure

<b><u>Weekday Prices</u></b>	Non-Resident		Resident		Non-Resident Senior		Resident Senior		Resident Junior	
	18	9	18	9	18	9	18	9	18	9
<b>Balboa Park</b>	\$40.00	\$18.00	\$32.00	\$14.00	\$40.00	\$18.00	\$22.00	\$10.00	Monthly Ticket	Monthly Ticket
<b>Coronado GC</b>	\$30.00	\$15.00	\$ 30.00	\$15.00						
<b>Chula Vista GC</b>	\$38.00 w/c		\$ 33.00 w/c				\$ 23.00 w/c			
<b>Cottonwood GC</b>	\$ 45.00 w/c		\$ 45.00 w/c		\$ 32.00 w/c		\$ 32.00 w/c			
<b>Mission Trails GC</b>	\$ 35.00 w/c		\$ 35.00 w/c				\$ 29.00 w/c			

<b><u>Weekend Prices</u></b>	Non-Resident		Resident		Non-Resident Senior		Resident Senior		Resident Junior	
	18	9	18	9	18	9	18	9	18	9
<b>Balboa Park</b>	\$ 50.00	\$ 23.00	\$ 40.00	\$ 18.00					\$ 28.00	\$ 13.00
<b>Coronado GC</b>	\$ 35.00	\$ 15.00	\$ 35.00	\$ 15.00						
<b>Chula Vista GC</b>	\$ 51.00 w/c		\$ 42.00 w/c							
<b>Cottonwood GC</b>	\$ 55.00 w/c		\$ 55.00 w/c							
<b>Mission Trails GC</b>	\$ 49.00 w/c		\$ 49.00 w/c							

# Facility Review

## Infrastructure / Course

- An historic 96 year old facility with a rich heritage
- Premier downtown location
- Has lost some of its appeal due to:
  - Increased competition
  - Old infrastructure
  - Outdated practice facilities
  - Limited amenities

# Facility Review

## Infrastructure / Course : Recommendations

- 18 Hole Course – Investigate new cart paths and tee boxes to improve the course layout.
- Examine a permanent solution to the drainage problems on the lower holes (1-4).
- Clubhouse – Re-initiate the design process for a new/expanded clubhouse.
- Practice Facilities – Work with our lessee to maximize revenue opportunities.
- Review options to re-design the practice facilities.

# Facility Review

## Marketing & Advertising

At the present time we do not have a marketing/advertising budget nor a dedicated staff member to proactively market our facility. Our website is informational only and does not allow for reservations or yield management capabilities.

Generally, we have not participated in any of the marketing or advertising mediums that our competition is currently utilizing .

- Print Advertising
- Social Networks
- Interactive Websites
- Hotel Relationships
- On-Line Tee Time Capabilities
- Email Blasts

# Facility Review

## Marketing & Advertising – Recommendations

To maximize opportunities, changes at both the facility and division level are recommended:

### Balboa Park:

- Network within the community
- Target downtown hotels
- Network with event planners & tournament directors
- Explore print advertising
- Explore lessee/vendor programs

### Golf Division:

- Create a Marketing position
- Utilize our customer database
- Develop an interactive website
- Explore yield management
- Proactively solicit tournament play
- Develop strategic alliances



# Facility Review

## Customer Satisfaction Survey

The recent survey showed we're doing a number operational issues well:

- Availability of tee-times when making a reservation by phone
- Availability of tee-times when doing a walk-up reservation
- Quality of food & beverage services
- Availability and condition driving range facilities
- Enforcement of golf course rules and regulations

\* Data taken from page 26 of the Customer Satisfaction Survey



# Facility Review

## Customer Satisfaction Survey

There are several areas where we need improvement:

### Desired Changes

- No changes needed
- Improve green conditions
- Improve course quality
- Improve facility maintenance
- Improve fairways

\* Data taken from page 21 of the Customer Survey

### Ratings Aspect

- Quality of the pro shop
- Directional signage to golf course
- Availability & condition of practice greens
- Layout of the course
- Condition of the cart paths

\* Data taken from page 26 of the Customer Survey

# Facility Review

## Customer Satisfaction Survey – Recommendations

- Review options to improve practice facilities & pro shop
- Continue to increase maintenance practices in/around the clubhouse
- Evaluate the need for new cart paths & tee boxes
- Continue improvements to the infrastructure, including clubhouse and parking lot
- Improve directional signage to the golf course

# Facility Review

## Rate Structure

As discussed last meeting, staff has proposed that resident golf fees should be established considering the rates within the local market place, operational costs at each facility and long-term sustainability of the Enterprise Fund.

While the green fee is a key component of the overall value of the golf experience, other considerations should be evaluated when determining how Balboa Park GC compares to the competition.

In an attempt to provide the best possible value we are proposing a number of rate changes.

# Facility Review

## Rate Structure - Recommendations

- Evaluate expanding Senior rates to the weekend
- Investigate the potential for a “preferred player” program
- Consider the elimination of the tier rate structure
- Expand Junior rates to include weekend play as well as a new (12 & under) junior rate
- Establish replay rates
- Examine resident rates and consider minor reductions
- Review tournament rates
- Consider the addition of a super twilight rate

# Summary

Balboa Park Golf Course will not regain its former glory overnight, this process will take time, and much energy. It will require collaborative efforts from throughout the Golf Division, our lessees and our many loyal stakeholders and customers.

With continued capital investment, including the recent irrigation renovation, and the addition of new tools to market and better compete, Balboa Park Golf Course has a tremendous potential to restore its strong heritage and become an excellent facility, providing great recreational opportunities and value to our patrons.

